

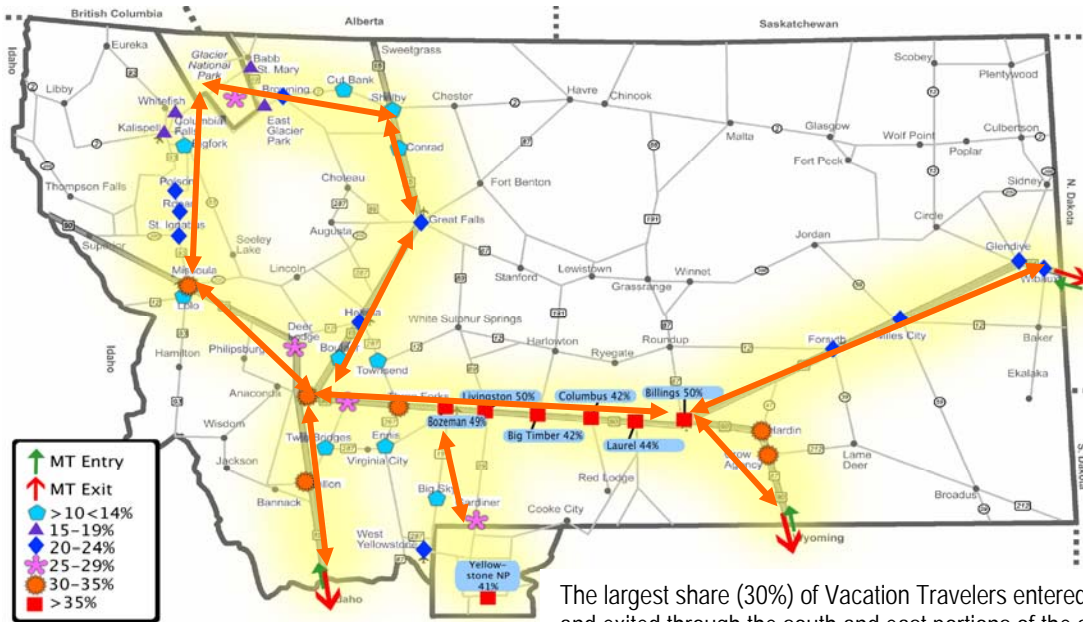


Tourism and Recreation Strategic Plan 2008-2012

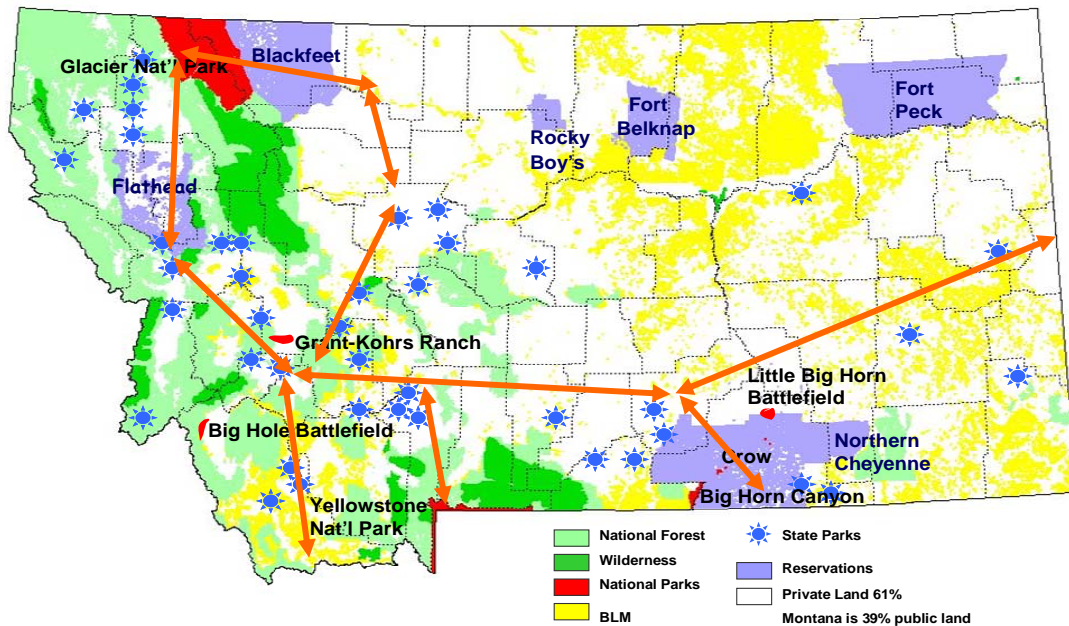
**Prepared for Montana's Tourism & Recreation
Partnership Stakeholders**

Main Travel Corridors of Nonresident Vacation Travelers in Montana, 2005

Source: University of Montana Institute for Tourism and Recreation Research, December 2007



Montana's Public Lands



The most popular travel corridors of nonresident Vacation Travelers in Montana traverse the interstate highways, largest population centers, and routes to and from national parks.

Montana Tourism and Recreation Strategic Plan 2008-2012

Montana creates a special connection with just about everyone who experiences her pristine waters, wide open prairies, abundant wildlife, and majestic mountains. Those of us lucky enough to call Montana home feel this sense of place – the value of the Montana experience – every day. Protecting these special qualities while expanding opportunities for Montanans to sustain and improve their quality of life is the responsibility and the obligation of all of us who are the stewards of Big Sky Country.

I want to congratulate the 1,200 Montanans who helped create the Montana Tourism and Recreation Strategic Plan 2008-2012. It is a blueprint for action – a path to follow – offering ways to add value to the Montana experience for residents and visitors, alike. The plan sets high standards for tourism and recreation development and promotion which, when achieved, will deliver great economic and social benefits across the state.

By 2012, at the end of the path laid out in the plan, Montana's 10+ million visitors will be enjoying more Montana-made and grown products, they'll be sharing more of their wealth with Montana businesses and communities of all sizes, and those of us who are the stewards of this special place will have more resources to protect and enhance the cultural, historical and natural assets that we value – the parts of Montana that create that special connection within us all.

On behalf of the people of Montana, thank you to all the stakeholders who helped create this plan. My best wishes as you move forward, individually and collectively, on the path of action laid out inside these pages.



Sincerely,



BRIAN SCHWEITZER
Governor

Anthony J. Preite, Director, Montana Department of Commerce
Betsy Baumgart, Administrator, Promotion Division (Travel Montana)

Montana Tourism Advisory Council (TAC):

Mike Scholz, TAC Chair, Big Sky
Vicki Hucke, TAC Vice-Chair, Helena
Cyndy Andrus, Bozeman CVB, Bozeman
Dyani Bingham, Montana Tribal Tourism Alliance, Billings
Mark Browning, Custer County Art and Heritage Center, Miles City
Sandra Cahill, The 63 Ranch, Livingston
Ed DesRosier, Sun Tours, East Glacier Park
Rhonda Fitzgerald, Garden Wall Inn, Whitefish
Beverly Harbaugh, Sandcreek Clydesdales Ranch Vacations, Jordan
Ramona Holt, Holt Heritage Museum/H Bar R Ranches, Lolo
Stan Ozark, Glasgow Area Chamber of Commerce, Glasgow
Dolores Plumage, Blaine County Commission, Chinook
Marilyn Polich, Copper King Hotel and Convention Center, Butte
Jonathan Stoltz, Teton Pass Ski Area, Pendroy
Sandy Watts, 7th Ranch RV Camp and Historical Tours, Garryowen

For more information, contact:

Victor Bjornberg, Travel Montana
301 S. Park Ave., PO Box 200533
Helena MT 59620-0501
Tel: (406) 841-2795
Email: vbjornberg@mt.gov

Strategic Plan Contributors Provided a Variety of Perspectives

The following individuals assisted in the process of developing the 2008-2012 Montana Tourism & Recreation Strategic Plan. This list does not include 756 Montanans who participated in the statewide survey for the Strategic Plan, and an additional 450+ participants who attended public workshops around the state.

Travel Montana Staff

Betsy Baumgart, Division Administrator
Anna Marie Moe, Industry/Operations Manager
Barb Sanem, Industry Program/Compliance
Bev Clancey, Publications Manager
Bill Kuney, Film Location Coordinator
Brian Pierce, Information Systems Specialist
Carmen Whiting, Administrative Assistant
Carol Crockett, Tourism Development
Corrie Hahn, Information Systems Manager
Daniel Bethke, Computer Programmer
Deborah Knudsen, Info Systems Assistant
Donnie Sexton, Staff Photographer/Publicity
Jan Wirak, Web Content Specialist
John Ansotegui, Digital Projects Media
Katy Peterson, Consumer Marketing Mgr.
Linda McClure, Operations Manager
Marchita Mays, Administrative Assistant
Maribeth Goodrich, Film Office Coordinator
Marlee Iverson, Group Travel Specialist
Mike Kaiser, Mailroom
Pam Gosink, Marketing Program Manager
Sarah Lawlor, Public Information Officer
Sten Iversen, Film Office Manager
Susan Albrecht-Buhr, Marketing Assistant
Thurston Elfstrom, Web Designer
Tobie Ohlin, Computer Programmer/Analyst
Victor Bjornberg, Tourism Development Program Manager

Montana Tribal Tourism Alliance

Dyani Bingham, Coordinator
Brenda Grinsell, Northern Cheyenne
Craig Smith, Ft Peck C.C.
Daniel J. Huff, MTE/WBL
Dolores Plumage, Blaine County Commission
Edward "Buster" Moore, Voc-Rehab, Fort Belknap Indian Community
Helene Bourdon, Cougar Ranch Lodge
James Parker Shield, Little Shell Tribe
Jodi Running Fisher, Blackfeet Tribe
Lola Wippert, Blackfeet Tribe
Mary Jane Charlo, The People's Center and Native Adventure, Confederated Salish and Kootenai Tribe
Michael Sweeney, Member-at-large
Nancy Mahon, Wyoming Innovation
Richard Hopkins, First People's Buffalo Jump State Park, MT FWP
Seama Beartusk Fisher, Wyoming Innovation
Sydney J. Eastman, Apsaalooke Tours, Crow Tribe

Tourism Regions and Convention and Visitor Bureaus (CVB)

Jim Schaefer, Custer Country
Racene Friede, Glacier Country
Sarah Bannon, Gold West Country
Carla Hunsley, Missouri River Country
Gayle Fisher, Russell Country
Robin Hoover, Yellowstone Country
Marne Hayes, Big Sky CVB
Joan Kronebusch, Billings CVB
Cyndy Andrus, Bozeman CVB
Sara Rowe, Butte CVB
Tyler Spangelo, Great Falls CVB
Mike Mergenthaler, Helena CVB
Dori Muehlhof, Kalispell CVB
John Laney, Miles City CVB
Barb Neilan, Missoula CVB
Marysue Costello, West Yellowstone CVB
Jan Metzmaker, Whitefish CVB

MTRI Directors Group & Working Group

John Keck, Co-Chair, National Park Service
Margaret Gorski, Co-Chair, USDA Forest Service
Anthony J. Preite, Director, MT Dept. of Commerce (DOC)
Carol Crockett, MT DOC - Travel Montana
Richard Sims, Director, MT Historical Society
Ellen Baumler, Montana Historical Society
Paul Reichert, Director, MT Heritage Comm.
Arlynn Fishbaugh, Director, Montana Arts Council
Alexandra Swaney, Montana Arts Council
Jeff Hagener, Director, MT Fish, Wildlife & Parks (FWP)
Chas Van Genderen, MT FWP
Shannon Heath, US Fish & Wildlife Service
Bill West, US Fish & Wildlife Service,
Mary Sexton, Director, Dept. of Natural Resources & Conservation
Jim Lynch, Dir., MT Dept. of Transportation
Lynn Zanto, MT Dept. of Transportation
Sheila Ludlow, MT Dept. of Transportation
Norma Nickerson, Dir, ITRR, Univ. of MT
Kara Grau, ITRR, Univ. of Montana
Doug Steele, Director, MSU Extension
Paul Lachapelle, MSU Extension
Darin McMurry, US Army Corp of Engineers
Michele Fromdahl, US Army Corps of Engrs
Jane Kollmeyer, Helena National Forest
Laura Rotegard, National Park Service
Chris Miller, Bureau of Land Management
Don Smurthwaite, Bureau of Land Mgmt.
Steve Morehouse, Bureau of Reclamation
Tom Sawatzke, Bureau of Reclamation
Stephanie Valentine, Bureau of Reclamation

Special Assistance

Montana Tourism Advisory Council (see previous page)
Al Jones, Montana Dept. of Commerce
Alana Mesenbrink, US Army Corps of Engrs
Anne Boothe, Malta Chamber
Becky Duke, MDT
Bill Baum, BearKat Ranch
Carl Kochman, Helena
Carl Siroky, Billings Refinery
Dan Vermillion, Sweetwater Travel
Dee Brown, Canyon RV Campground
Diane Brandt, Glasgow Area Chamber
Dick Turner, MT Dept. of Transportation
Donna Gaukler, Missoula Parks and Rec'n.
Doug Wales, Yellowstone Country
Dr. David Christianson, Billings
George Everett, National Folk Festival, Butte
Glenda Ueland, Prairie County Art Center
Gloria O'Rourke, Montana Economic Developers Association
Homer Staves, Staves Consulting
Jan Stoddard, West Yellowstone Chamber
Jeff Mangan, Mtbusiness.com
Jeff Welch, Mercury Advertising
Jim Hollenback, Glacier Country
John Brewer, Billings Chamber
Julie Burk, Main Street Program
Kara Grau, ITRR
Keith Carpenter, Copper King Express
Ken Salo, Capital Trail Vehicle Assn.
Melissa Dubois, ITRR
Michael Morrison, Davidson Travel Consult.
Norma Nickerson, ITRR
Paul McCarthy, Rarus Railway
Ramona Ehnes, MT Trail Vehicle Riders
Sarah Elkins, Park Plaza Hotel
Shawn W. Baker, Kalispell
Steve Shuel, MacKenzie Northwest Inc.
Stuart Doggett, Montana Innkeepers Assn.
Timothy L. Ravndal, MT Multiple Use Assn.
Thomas Baumeister, MT FWP

Strategic Plan Cover Design

Mercury Advertising, Bozeman

Table of Contents

Executive Summary.....	ES-1
Montana Tourism and Recreation Action Table.....	ES-9

The sections of the Montana Tourism and Recreation Strategic Plan 2008-2012 listed below and not included in the Executive Summary are available online at:
www.travelmontana.mt.gov/2008strategicplan/

1. Introduction.....	1
Strategic Plan Assumptions and Definitions	2
Strategic Plan Purpose and Process	3
Tourism Partners and Their Roles.....	5
Funding for Montana Tourism and Recreation	9
2. Tourism and Recreation Trends.....	11
Role of Tourism in Montana Economy.....	12
National and Global Tourism Trends	13
Montana Tourism and Recreation Trends	14
Montana Strengths and Opportunities	19
Montana Challenges and Threats.....	20
3. Markets for Tourism and Recreation	21
Geotourists are a Key Target Market for Montana.....	22
Strategic Target Market Decision Making	23
Current Visitors to Montana	23
Customer Attitudes and Expectations about Montana	24
Potential Markets: U.S. Traveler Segments.....	25
Montana's Competition and Montana's Brand	29
Priority Target Markets: Focus on Niches.....	30
4. Tourism Strategy for 2008-2012	31
Vision for Tourism and Recreation by 2012.....	33
Montana Tourism and Recreation Charter.....	34
Guiding Principles for Tourism and Recreation Development	36
Goals for Tourism and Recreation 2008-2012.....	37
Tangible Outcomes: Measurable Objectives	38
Strategic Framework.....	39
Summary of Actions to Achieve Goals.....	40
Tourism and Recreation Policy Issues of Note	42
5. Actions to Achieve Goals for 2008-2012.....	47
Goal 1: Increase Tourism Revenues through Effective Marketing	49
Goal 2: Attain Public Policy and Citizen Support for Tourism.....	55
Goal 3: Address Management and Access Issues on Public/Private Lands	57
Goal 4: Enhance and Preserve Montana's Culture and History	59
Goal 5: Support Appropriate Tourism Business Growth.....	63
Goal 6: Address Professional Development, Workforce and Housing Issues	65
Goal 7: Improve Montana's Transportation System	68
Goal 8: Enhance the Curb Appeal of Montana Communities	72
Goal 9: Increase Funding to Maintain Sustainable Tourism in Montana	75
Goal 10: Build an Effective Team to Implement the Strategic Plan	76

(continued next page)

6. Implementation.....	79
Next Steps.....	81
Action Table.....	82

Appendices (available online at www.travelmontana.mt.gov/2008strategicplan/).....	86
---	----

Appendix A: Resources for Information, Funding, and Technical Assistance
Appendix B: Travel Montana Actions
Appendix C: Tourism Advisory Council (TAC) Actions
Appendix D: State and Local Government (Policy Makers) Actions
Appendix E: Tourism Region and Convention and Visitor Bureau (CVB) Actions
Appendix F: Business, Business Association, and Land Owner Actions
Appendix G: Nonprofit Organization (NPO) Actions
Appendix H: Research, Education, and Workforce Actions
Appendix I: Montana Tribal Tourism Alliance (MTTA) and Tribal Actions
Appendix J: Montana Fish, Wildlife & Parks (FWP) and Montana Dept. of Natural Resources & Conservation (DNRC) Actions
Appendix K: Montana Historical Society, Montana Heritage Commission, Montana Arts Council, Montana Dept. of Agriculture, Montana Dept. of Commerce, and Montana Dept. of Revenue Actions
Appendix L: Montana Dept. of Transportation (MDT) Actions
Appendix M: Federal Agency and MTRI Actions

All chapters and appendices of the Montana Tourism and Recreation Strategic Plan 2008-2012 are available online at:
www.travelmontana.mt.gov/2008strategicplan/

The Planning Team



The Hingston Roach Group, Inc.
Strategic Solutions for Business and Community Development
416 W. Main St., Ste. 2
Grangeville, ID 83530

Lorraine Hingston Roach, President
Anne B. Holden, Project Manager
Kara Harder, Director of Research
Ruth R. Mohr, Research Analyst
(208) 983-2175
Email: lroach@thrgroup.com

◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ *in association with* ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆ ◆



Kate McMahon, Principal
Applied Communications, Inc.
151 Wedgewood
Whitefish, MT 59937
(406) 863-9255
E-mail: kate@appcom.net

Clint Blackwood, Principal
Blackwood & Associates
2554 Heritage Dr.
Helena, MT 59601
(406) 431-502
clint@virtualmontana.com



Gail Brockbank, President
Premier Planning
PO Box 217
Helena, MT 59624
(406) 442-4141
gailb@mt.net



**Executive Summary:
Montana Tourism
and Recreation
Strategic Plan
2008-2012**

Vision for Tourism and Recreation in Montana by 2012

It is the year 2012. Tourism and recreation in Montana have achieved the following:

Balance. Tourism and recreation revenues continue to increase year-round. Montana's unique character and sense of place are retained while providing quality experiences for both residents and nonresident visitors. Montana's rich natural, historic and cultural assets are managed for sustainable levels of visitation in a manner consistent with responsible, shared use. Communities that desire tourism are benefiting from new revenue and jobs, while retaining their community integrity and heritage. Montana is known for its diverse, high quality natural, historic, and cultural tourism and recreation experiences, wide open spaces, abundant wildlife, and the friendly professionalism of its people.

Cooperation. Effective public-private-nonprofit-tribal partnerships are engaged in visionary, collaborative planning and implementation efforts which foster economic growth and stability, while respecting the values of Montanans. The private sector, community development organizations, supporting public agencies, and the nonprofit sector are working as a team, tapping limited resources more effectively through collaborative efforts.

Support. Sufficient financial and technical assistance is available from various sources to support effective tourism marketing and research, management of natural, historic, and cultural assets, and business development. Tourism is integrated into Montana's education and workforce training systems. An adequate workforce is available to support the tourism and recreation industry, and there is affordable housing for the workforce. Stable funding sources that do not diminish tourism marketing funds are available to develop and maintain infrastructure for tourism and recreation needs.

Respect. Tourism is recognized as an essential element of Montana's economy. It is appreciated by Montana citizens, elected officials, and federal/state land management agency officials for its financial and social contributions to the state. Cities have been provided tools to cover the costs of impacts from tourism. Lasting legacies from major historical and cultural events such as the Lewis & Clark Bicentennial and the National Folk Festival in Butte continue to benefit Montana residents and provide ongoing opportunities for businesses and visitors.

Accountability. A comprehensive evaluation system is being used to measure the success and impacts of tourism and recreation development and marketing, consistent with the strategic goals. Information about visitation trends, impacts, and visitor research are widely distributed to provide businesses and agencies facts needed to make good management decisions, and to be responsive to changing customer tastes and preferences.

The Montana Tourism and Recreation Strategic Plan 2008-2012
is available online at the Travel Montana intranet web site:

www.travelmontana.mt.gov/2008strategicplan/

For more information, contact Travel Montana at (406) 841-2870



Strategic Plan Purpose, Process, and Rationale

The Strategic Plan Provides a Blueprint for Action

The purpose of this Strategic Plan is to:

- ◆ Serve as a blueprint for a strategic, integrated approach to tourism and recreation development and marketing in Montana.
- ◆ Confirm priorities to focus resources.
- ◆ Balance Montana's tourism promotion efforts, products, and partnerships.
- ◆ Assign responsibilities for implementation.
- ◆ Identify funding sources to pay for actions.
- ◆ Measure results and return on investment.

Strategic Plan Addresses All Facets of Tourism and Recreation

This Strategic Plan is designed to be used by all organizations in Montana's tourism and recreation industry – private, public, tribal, and nonprofit. It is a plan that integrates tourism and recreation into Montana's economic and community development, resource management, conservation, and public policy efforts. It is a holistic view of tourism and recreation planning and implementation, addressing not only promotion, but also the product itself, and partnerships required for successful implementation.

More than 1,200 Montanans Participated in the Planning Process

The strategic planning process began in October 2006, and was completed in December 2007. The process included extensive outreach and input from tourism and recreation businesses, public agencies, tribes, arts and historical organizations, farmers and ranchers, conservation groups, motorized recreation enthusiasts, sportsmen, and other interested members of the public. Through public workshops, interviews, a statewide survey, and the Governor's Conference on Tourism, more than 1,200 Montana citizens, businesses, and organization representatives provided input.

10+ Million Visitors Spend Nearly \$3 Billion Annually in Montana

In 2006, nonresident visitors spent \$2.9 billion in Montana, and tourism generated \$21+ million in state lodging and select sales taxes. These revenues support facilities and services that improve the quality of life in Montana. Total nonresident tourism expenditures doubled from 1995 to 2005, and the industry continues to grow at a healthy pace. **However, there is still much room for improvement:** in 2006, there were 4.6 million *vacant* hotel room nights statewide, primarily in the off-peak seasons.

Tourism is the World's Largest Industry, Competition is Increasing

Despite steady growth, both the U.S. and Montana *lost* market share over the past five years among destination vacation travelers due to aggressive marketing efforts of emerging destinations. Fuel prices, the economy, and security concerns affect tourism, but specific sectors of the industry continue to see double-digit growth.

In order to remain competitive, Montana needs to capitalize on its strengths (high quality outdoor experiences, clean air and water, authenticity, tribal culture, history, arts, and affordability), and address its weaknesses (lack of coordination and communication, lack of resources for asset management and marketing, workforce gaps, and transportation infrastructure needs).



Strategic Plan Addresses "Big Picture" Questions:

- ◆ What lies ahead?
- ◆ What types of visitors will Montana serve?
- ◆ How is Montana different from its competition?
- ◆ What does success look like?
- ◆ How do Montanans protect what they value?

Strategic Plan Process Phases:

1. Information-gathering (Oct 2006-Mar 2007)
2. Refinement of strategies and actions (Feb-Apr 2007)
3. Draft Plan for public comment (May-Oct 2007)
4. Completion of final Strategic Plan (Oct-Dec 2007)

In 2006, there were 4.6 million *vacant* hotel room nights in Montana (representing \$309 million in lost potential lodging revenue, and \$21.7 million in lost tax revenue).

Montana's 2006 average daily hotel room rate (ADR) was \$68, compared to the national average ADR of \$96.



What is "Geotourism"?

Geotourism is tourism that sustains or enhances the geographic character of the place being visited, including its environment, culture, heritage, landmarks, and the well-being of its residents. Geotourism seeks to build a relationship between traveler and destination, and between guest and host. Geotourists make up 55.1 million of the 154 million American travelers, about 36%.

How Are Montana Lodging Taxes Allocated?

A 4% lodging tax in Montana supports state, regional, and local tourism efforts, as well as state parks, history, culture, trade, and community infrastructure and events. In fiscal year 2007, those funds were allocated as follows:

	Amount
Travel Montana	\$9,764,682
Regions/CVBs	3,705,415
Fish, Wildlife, Parks	1,041,564
MT Historical Society	681,803
Grants (TIIP, SEGP)	280,000
Univ. of MT - ITRR	400,602
Heritage Commission	400,000
MT Dept. of Revenue	386,646
MT Trade Program	150,000
TOTAL FY07	\$16,810,711

The Strategic Plan Emphasizes Growth in Off-Peak Seasons, and Strengthened Capacity among Tourism Organizations

Half of Montana's visitor spending occurs in June through September. To enhance tourism sustainability, the Strategic Plan emphasizes maintaining summer performance while increasing off-peak season visitation through targeted promotions, an integrated visitor information system, and themed product development. Resources to create these results will come from increased state promotion funding, leveraging of private money, and enacting local tools like the Tourism Business Improvement District to bolster local marketing and professional development. Other key actions include public awareness of tourism benefits and impacts; sustainable management of natural, cultural and historic assets; and workforce training and housing.

Highly Effective Targeting of Niche Markets like Geotourists – Highlighting Montana's Brand – is Critical to Competitiveness

Geotourists, particularly the "Geo-savvy" segment, are primary targets for Montana. These visitors share Montanans' appreciation of the state's culture, heritage, environment, and social well-being. Other niche markets suited to Montana include wildlife and bird watchers, photographers, scenic drivers, adventure travelers, sporting events, cultural and heritage travelers, to name a few. Consistent use of Montana's tourism brand will help reach more first time visitors. Once here, Montana exceeds visitor expectations and many, 83%, become repeat visitors.

Tourism Strategic Framework and Actions

The strategic framework for the Montana Tourism and Recreation Strategic Plan consists of three main elements: Promotion, Product and Partnerships. The graphic below shows five key themes within each category. **Promotion** includes advertising, publicity, and other promotion activities targeting nonresident travelers, as well as awareness-building efforts targeting Montana residents and elected officials. **Product** refers to the natural, cultural, tribal, and historic assets of Montana that travelers wish to experience, along with the facilities and services provided by Montana's tourism and recreation businesses, tribes, and agencies. **Partnerships** are essential to implementation of the Strategic Plan, by leveraging resources, changing policies and procedures to increase effectiveness, and addressing challenges faced by the tourism and recreation industry.



Tourism and Recreation Charter, Vision, and Goals

This Strategic Plan establishes high standards for sustainable tourism and recreation development across Montana from 2008 to 2012 and beyond. These standards were developed by analyzing tourism and recreation trends, current funding and marketing activities, and key target markets based on the vision, guiding principles, and goals identified by Montanans. Objectives and actions were created to achieve each goal, along with methods to measure results, and funding sources for implementation. The full Strategic Plan contains the details in six user-friendly chapters and appendices, available online at www.travelmontana.mt.gov/2008strategicplan/. For the first time, a Montana Tourism and Recreation Charter is included as part of the Strategic Plan.

Montana Tourism and Recreation Charter* Guides Tourism Policy

The Montana Tourism Advisory Council adopted the following policy principles:

- ◆ Maintain the integrity of place and destination appeal.
- ◆ Promote and highlight the businesses, services, and opportunities that are unique to Montana.
- ◆ Promote sustainable resource conservation, including conservation of energy, water, wildlife, and compatible land uses.
- ◆ Participate in and help lead community stewardship partnerships to maintain Montana assets.
- ◆ Identify and appeal to markets that value and seek to help sustain Montana's distinct character.
- ◆ Foster a diversity of products and services that meet the demand of a demographic cross-section of the "geotourist" market.
- ◆ Ensure visitor satisfaction and an enduring market demand through education of Montana residents about the benefits of sustainable tourism.
- ◆ Work with ITRR, Travel Montana, and other tourism organizations throughout the state to evaluate effective implementation of the Tourism Charter.

Vision and Goals for 2008-2012 Focus on Results and Sustainability

The Vision for tourism and recreation in Montana focuses on balance, cooperation, support, respect, and accountability (see page ES-2). **To make the vision a reality, the Strategic Plan identifies ten goals to achieve by 2012:**

1. Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.**
2. Attain public policy and citizen support for sustainable tourism and recreation.
3. Address management and access issues for sustainable tourism and recreation on state and federal lands.
4. Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).
5. Support appropriate business growth, including new tourism products and services for target customer markets.
6. Address tourism and recreation professional development, workforce availability, and affordable housing issues.
7. Improve Montana's transportation system for both residents and visitors.
8. Enhance the "curb appeal" of Montana communities to attract visitors.
9. Enhance funding to maintain sustainable tourism and recreation in Montana.
10. Build an effective "team" to implement the Strategic Plan, and report results.

To attain each goal, specific actions and measurable objectives have been identified. A summary of the objectives and actions is contained on the following pages. Full details are included in Chapters 5 and 6 of the Strategic Plan (available online).



* The Montana Tourism and Recreation Charter was written by the Montana Tourism Advisory Council, and adopted at its October 2007 meeting. The Charter is being circulated for acceptance and adoption by Montana's tourism and recreation partners and stakeholders. Chapter 4 of the Strategic Plan includes the entire Charter text.

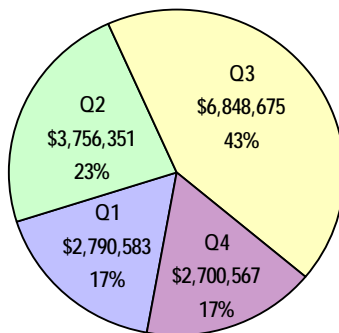
Montana Ranks #9 in Affordability for Families

In 2007, the average lodging cost for a family of four in Montana was \$107.20 per day, and the average daily cost for meals was \$112.75, for a total of \$219.95 per day. Montana was 41st among the 50 states in the cost for family travel lodging and meals.

Source: AAA, Washington D.C.

** "High-value, low-impact visitors" are defined as visitors who contribute to Montana's economic and social prosperity while respecting and appreciating Montana's authentic natural and cultural assets.

2006 Lodging Facility Use Tax Collections by Quarter
Source: MT Dept. of Revenue



Two-thirds of Montana lodging tax (66%) is collected from April through September (2nd & 3rd quarters). The Strategic Plan emphasizes the need to build off-peak season tourism business in the 1st and 4th quarters (October-March).

Moreover, 60% of all lodging sales take place in Montana's 11 communities with CVBs. These areas have year-round amenities and attractions, and should focus on off-peak season conferences and events. Development of niche market opportunities will help enhance tourism business and quality of life in rural areas.



Objectives Measure Outcomes of Strategic Plan

Successful implementation of the actions in the Strategic Plan will achieve tangible results. Selected objectives to measure results are listed below and on the next page.

Economic Objectives Target Revenue and Job Growth by 2012

- ◆ Increase lodging tax collections statewide by at least 6% per year, from \$16.1 million in 2006 to \$22.8 million in 2012, emphasizing off-peak seasons.
- ◆ Build by 15% nonresident visitation in off-peak seasons by 2012.
- ◆ Increase nonresident traveler expenditures by 20%, from \$2.9 billion in 2006 to \$3.5 billion in 2012.
- ◆ Raise state and local tax revenue generated by visitor spending by 4% per year.
- ◆ Improve statewide hotel occupancy rate from 59.5% in 2006 to at least 63% in 2012, as reported by Smith Travel Research, maintaining summer occupancy while focusing on growth in off-peak seasons.
- ◆ Boost average daily rate (ADR) in Montana hotels from 71% of U.S. average to 75% of U.S. average, estimated from \$68 in 2006 to \$82 by 2012, as reported by Smith Travel Research (national average in 2006 was \$96).
- ◆ Increase tourism and recreation-related jobs in Montana by 2% per year.
- ◆ Augment direct income generated by tourism and recreation by 7% per year.

Marketing Objectives Focus on Partnerships and Booking Targets

- ◆ Leverage \$4 million in annual Travel Montana advertising expenditures into \$10+ million in media value.
- ◆ Generate at least \$500,000 in private sector investment participation in cooperative advertising and promotion efforts annually.
- ◆ Attract at least 50 new conferences or group gatherings of 100-150 people or more from outside Montana annually (average of 4 - 5 per CVB per year).
- ◆ Attract at least two new sports competitions to Montana annually.
- ◆ Host three to five media familiarization tours per region annually.
- ◆ Generate publicity worth an advertising equivalency of \$14 million annually.
- ◆ Generate six to ten new tour group trips annually.
- ◆ Increase new film industry expenditures by an average of 5% per year.
- ◆ Work with the executive branch and legislature to extend the Big Sky on the Big Screen film production incentives beyond 2009.

Land and Facility Management Objectives Address Sustainability

- ◆ Change State law and rules in 2009 legislative session to broaden eligibility for the Montana Byways program (and access to federal funding).
- ◆ Address tourism and recreation policy issues through collaborative efforts between policy-makers, agencies, businesses, nonprofit organizations, tribes, etc.
- ◆ Incorporate responsible use messages and geotourism ethics into tourism marketing publications and web sites by 2009.
- ◆ Implement voluntary tourism-sponsored programs to provide funding for Montana open space preservation by 2009.
- ◆ Expand participation (enrolled acres) in the Montana Block Management Program to 9 million acres by 2012.
- ◆ Identify actions, initiatives, and funding sources to reconnect families and youth with the outdoors, and link outdoor programs with state curriculum standards.

Cultural and Historic Preservation Objectives Support Geotourism

- ◆ Use historic and cultural facilities at least 50 times annually as venues for visiting conference groups (4+ per year per CVB).
- ◆ Identify at least two artisan/craftsman trails per region, with themes and art/craft/history/culture/tribal highlights along each, by 2010.
- ◆ Develop a comprehensive searchable online event calendar by December 2010.
- ◆ Implement cooperative marketing with the Montana Tribal Tourism Alliance.
- ◆ Complete interpretive enhancements to at least two facilities per region annually.
- ◆ Implement infrastructure improvements to at least one historic/cultural/tribal facility per region annually.
- ◆ Complete at least one assistance project annually in each of Montana's Main Street communities.



National Trends Fast Facts

- ◆ 1/4 of Americans visit national parks
- ◆ 1/5 visit national forests
- ◆ Heritage/cultural tourism is fastest-growing segment
- ◆ Downtown shopping districts preferred by more tourists (49%) than malls (27%) or department/box stores (26%)

Source: TIA

Business and Workforce Objectives Address Private Sector Needs

- ◆ By 2009, all eleven Convention & Visitor Bureaus are members of national CVB trade associations, incorporating professional standards and booking targets.
- ◆ Adjust school/university calendars to facilitate tourism and recreation industry seasonal workforce needs by the 2010-2011 school year.
- ◆ Link visitors to Montana products: promote local foods, farmers markets, artisan shows, gallery tours, and other events that highlight local Montana products.
- ◆ Conduct at least four annual entrepreneurship trainings for tourism/recreation businesses and "Indian-preneurs".
- ◆ Offer enhanced services to visitors with new guided opportunities on public lands.
- ◆ Add at least four higher education degree-related and continuing education classes annually for tourism and recreation.
- ◆ Promote development incentives for affordable workforce housing, and increase the number of affordable housing units annually in targeted areas.



Transportation and Community Objectives Improve Infrastructure

- ◆ Increase air service capacity to Montana cities.
- ◆ Create at least six Montana Amtrak tours, itineraries, and packages annually.
- ◆ Increase ridership on Montana tour trains by 5% annually.
- ◆ Identify opportunities to expand intercity transit service.
- ◆ Continue to expand the bike/pedestrian trail systems statewide by 2010.
- ◆ Increase community participation in the Montana Main Street Program.
- ◆ Continue state tourism infrastructure and special event grant programs.
- ◆ Plan workshops annually in each region for businesses and attractions about effective signage and alternatives to billboards.



Funding and Reporting Objectives Improve Competitiveness

- ◆ Enact changes in state funding during the 2009 legislative session to support increased tourism marketing and development.
- ◆ Increase private sector funding pooled with public dollars by 10% annually.
- ◆ Create Tourism Business Improvement Districts in at least 6 CVB areas by 2012.
- ◆ Conduct statewide nonresident traveler survey in 2010, and provide interim information about traveler trends between the 5-year traveler survey cycles.
- ◆ Track visitor usage at historic trail sites/facilities to understand visitor trends.
- ◆ Conduct annual Montana resident attitudes/opinions survey and distribute results.
- ◆ Distribute the Strategic Plan Annual Progress Report to the Tourism Advisory Council, Governor, Legislature, and industry stakeholders by January 30 annually.

The Destination Marketing Association International (www.iacvb.org) is a professional trade association for CVBs. It provides standards and accreditation for Bureaus and their professional staff, and represents nearly 500 CVBs in 30 countries. DMAI has a meeting and convention database that tracks records on more than 20,000 associations and corporate meetings, which is available to members.

Successful Implementation Requires Strategic Action

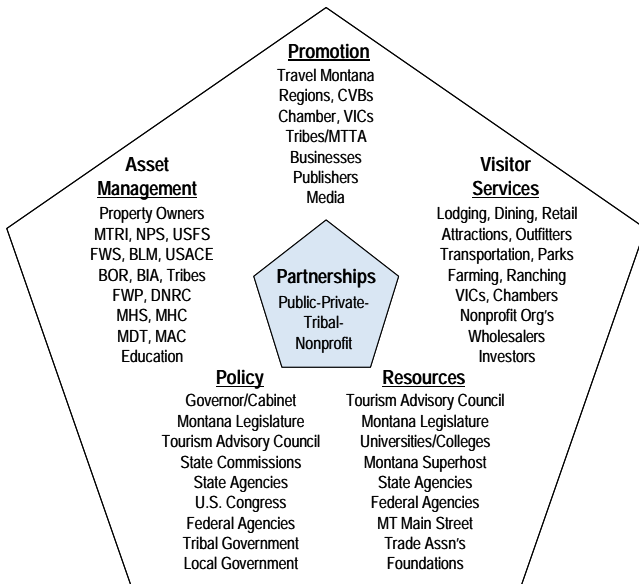
Effective Public-Private-Nonprofit-Tribal Partnerships are Key

To implement the actions in the Strategic Plan effectively, people and organizations must work together. Implementation partners for the Strategic Plan include:

- ◆ Tourism and recreation-related businesses and business trade associations
- ◆ Elected and appointed officials
- ◆ State agencies, universities and colleges
- ◆ Tourism regions ("countries") and convention and visitor bureaus (CVBs)
- ◆ Tribal organizations
- ◆ Federal land and wildlife management agencies
- ◆ Montana Tourism & Recreation Initiative (MTRI)
- ◆ State and local nonprofit organizations



Tourism Strategic Plan Partners
and Their Areas of Responsibility



To maintain a successful and sustainable tourism industry, these partners must understand each others' roles, and work toward a common vision. The figure at left shows how the implementation partner roles relate to each other:

- ◆ Policy-makers provide direction and authorization for activities to occur.
- ◆ Asset managers build, maintain, and/or protect Montana's assets.
- ◆ Visitor services provide products and services needed by visitors.
- ◆ Resource entities provide funding to implement strategic actions.
- ◆ Promotion partners relay tourism and recreation opportunities to niche markets.

As the figure shows, the focal point of success is partnerships to achieve the Plan's goals. Each of the partners plays a critical role in managing and enhancing tourism and recreation in Montana.

Strategic Plan Contains 86 Actions to Implement over 5 Years

Working together, Montana's public, private, nonprofit, and tribal tourism and recreation partners will tackle 86 actions to achieve the ten goals. By spreading the responsibility among dozens of organizations, all partners can make progress. In so doing, they will increase the number of high value, low impact visitors in off-peak seasons, improve the economy year-round, and enhance the quality of life for Montanans. Visitors will enjoy more Montana products and services, visit more communities across the state, and spend more money to support jobs and help protect and enhance Montana's natural, cultural, and historic assets.

The Action Table on the next four pages provides a summary of the 86 actions, along with the priority level, timeline, and implementation partners for each action. Priorities are listed as "H", "M", or "L" for High, Medium or Low priority, and represented by shading: the darker the color, the higher the priority. An "MO" code in the timeline indicates a specific Measurable Objective due date for that action as defined in Chapter 5 of the Strategic Plan (www.travelmontana.mt.gov/2008strategicplan/).



Montana Tourism & Recreation Action Table				Priority	08	09	10	11	12	Lead	Partners
Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions, focusing on high-value, low-impact visitors.											
1.1	Implement highly targeted consumer advertising/promotion campaigns										
1.1.a	Expand partnerships with tourism businesses/attractions as co-op partners	H			MO					TM	REG, CVB, CC, BIZ, MTTA
1.1.b	Continue winter marketing, promoting Montana as a superb winter destination	H							MO	TM	MSAA, REG, CVB, BIZ, MTTA
1.1.c	Attend consumer travel shows targeting high value, low impact visitors	M								REG	CVB, BIZ, MTTA
1.1.d	Continue marketing to international travelers	M	MO		MO					TM	REG, CVB, BIZ, MTTA
1.1.e	Enhance tracking/reporting and ROI from state, regional, and CVB advertising	H								TM	REG, CVB, ITRR, DOR
1.2	Promote Montana to target groups/events, emphasizing off-peak season activities										
1.2.a	Amplify targeted marketing to attract groups, meetings, and conferences	H								CVB	REG, TM, BIZ, UNIV, MTTA
1.2.b	Work with local sports groups to attract sport events in off-peak season	H								CVB	NPO, CC, BIZ, REG, TM, TRB
1.2.c	Continue to promote Montana as a film location; consider enhanced incentives	H		MO						TM	TIAM, MEDA
1.2.d	Target travel media to increase visibility of MT as a leisure travel destination	H								TM	CVB, REG, BIZ, MTTA
1.2.e	Continue to target tour operators to bring tours/package vacations to MT	H								TM	CVB, REG, BIZ, MTTA
1.3	Collaborate with tourism marketing partners to plan/implement priority marketing efforts										
1.3.a	Host an annual marketing plan meeting to coordinate the marketing planning process	H								TM	TAC, REG, CVB, FWP, MHS, MDT, MAC, MHC, NPS, USFS, BLM, FWS, COE, MTTA, TIAM, MSAA
1.3.b	Implement the new Montana tourism brand	H								TM	REG, CVB, BIZ, MTTA, DOAg, FWP, DOC, MHS, MAC, MHC, DNRC
1.3.c	Conduct educational tourism workshops, presentations, and webinars	M								TM	REG, CVB, CC, MTTA
1.3.d	Create cooperative marketing campaigns between agriculture and tourism	L								TM	DOAg, REG, NPO, BIZ, MTTA
1.4	Improve Montana's Visitor Information System to extend visitor stays and spending										
1.4.a	Create a database inventory of Visitor Information System elements statewide	H		MO	MO					TM	REG, CVB, MTRI, MTTA
1.4.b	Establish criteria for officially-designated visitor information sites statewide	M			MO	MO				TM	MTRI, MTTA, CC
1.4.c	Provide advanced training for all VICs, including regional familiarization tours	H								TM	MTRI, REG, CVB, CC, BIZ, MTTA
1.4.d	Use technology to enhance visitor information and marketing efforts	M								TM	MTRI, MTTA, CC
1.4.e	Expand displays of MT destinations/products at all visitor locations statewide	M		MO						TM	MDT, DOC, MTTA, BIZ, CC, NPO, MEDA
Goal 2: Attain public policy and citizen support for sustainable tourism and recreation.											
2.1	Build awareness about new Montana Tourism Charter, geotourism, & tourism benefits	H								TM	REG, CVB, MTRI, MTTA, TIAM
2.2	Give effective presentations to policy makers about Montana tourism issues/benefits	H								TM	REG, CVB, MTTA, CC, TIAM, MIKA, MEDA
2.3	Change state law and rules to broaden eligibility for the Montana Byways program	M		MO						SG	MDT, USFS, BLM, TRB, CC, TIAM, NPO, MEDA
2.4	Address policy issues of note through collaborative efforts with all stakeholders	M								TAC	MTRI, TM, WSTPC, SG, TIAM, MEDA, MTTA, TRB

KEY TO PARTNER CODES: BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council

Montana Tourism & Recreation Action Table		Priority	08	09	10	11	12	Lead	Partners
Goal 3: Address management and access issues for sustainable recreation on private, state, and federal lands.									
3.1	Educate visitors, suppliers, residents about ethics and responsibilities on public/private lands	H	MO	MO				TM	MTRI, REG, CVB, BIZ
3.2	Coordinate statewide tourism marketing efforts to ensure consistency with land management	M						TM	REG, CVB, MTRI, CC
3.3	Support use of easements to maintain public access to state/federal recreation lands	M		MO				LG	SG, MTRI, LO, CC, TIAM
3.4	Continue to enhance the Montana Block Management Program, expanding public access	M					MO	FWP	SG, LO, BLM
3.5	Identify means to reconnect youth with the outdoors, linking to state curriculum standards	M						SG	MTRI, UNIV (Extension 4-H), TRB, LG, NPO, BIZ
Goal 4: Enhance and preserve Montana's culture and history (historic sites, museums, art, music, etc.).									
4.1	Promote existing historic/cultural assets for the enjoyment of residents and visitors								
4.1.a	Use historic/cultural attractions as venues for conferences, events, and seminars	H						CVB	REG, BIZ, MHS, MHC, MAC, TM, MTTA
4.1.b	Develop artisan/craftsmen trails statewide to highlight history and culture	M			MO	MO		DOC	TM, MAC, MHS, UNIV, MTTA, REG, NPO
4.1.c	Enhance the state online calendar of arts/cultural/historic events	H			MO			TM	
4.1.d	Enhance MTTA and its marketing efforts	H						MTTA	TRB, MIBA, TM, REG
4.1.e	Plan and promote commemorations of historic events in Montana	M		MO	MO	MO		MHS	TM, MTRI, REG, CVB, NPO, BIZ, CC, TRB
4.2	Improve/maintain infrastructure, facilities and services to support heritage/cultural tourism								
4.2.a	Enhance the interactivity/quality of interpretive displays, programs, and facilities	H						MHS	MAC, FWP, NPS, USFS, COE, BOR, BLM, FWS, TRB, NPO
4.2.b	Augment tourism facilities/services & marketing on Montana Indian reservations	H						TRB	MTTA, TM, BIZ
4.2.c	Improve infrastructure at historic/cultural sites to expand visitation and seasons	M	MO					MHS	MHC, MTRI, NPS, FWP, TRB, MTTA, LG, TM (TIIP)
4.2.d	Revitalize historic downtowns as vibrant destinations for travelers	H						MHS	MMS, CC, BIZ
4.2.e	Maintain the Lewis & Clark Trail, other national trails, and related sites	H						NPS	MTRI, LO, TM
4.3	Continue efforts to preserve Montana tribal culture (stories, arts, language, etc.)								
4.3.a	Identify tribal fine arts, museums, etc. that create opportunities to learn/observe	H						MTTA	TRB, MIBA, MHS, MAC, DOC
4.3.b	Continue cultural site inventory on public lands and establish appropriate access	M						USFS	BLM, COE, FWS, NPS, BOR, DNRC, FWP, TRB
Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.									
5.1	Cultivate opportunities to leverage private/public funds to create tourism products								
5.1.a	Create vacation packages/itineraries for off-peak season niche markets	M						BIZ	REG, CVB, TM, MTTA
5.1.b	Expand winter tourism products/activities (spas, arts/culture, tribal events, etc.)	M						BIZ	REG, CVB, TRB
5.1.c	Encourage use of Made/Grown-in-MT products by restaurants, markets, retailers, etc.	M						DOC	DOAg, BIZ, REG, CVB, TRB, EDO
5.1.d	Identify new opportunities for guided visitor services on public/private lands	M						FWP	USFS, NPS, BLM, FWS, LO, BIZ, REG

KEY TO PARTNER CODES: BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council

Montana Tourism & Recreation Action Table				Priority	08	09	10	11	12	Lead	Partners
5.2	Provide information about technical/financial assistance available to tourism businesses										
	5.2.a	Distribute assistance information via tourism meetings, web sites, newsletters, etc.	M							TM	REG, CVB, SBDC, TRB, MTTA, EDO, NPO
	5.2.b	Conduct entrepreneurship training for tourism businesses & "Indian-preneurs"	H							MTTA	SBDC, TRB, MIBA, BIA
Goal 6: Address tourism and recreation professional development, workforce availability, training, and affordable housing issues.											
6.1	Enhance professional development opportunities/requirements for tourism organizations										
	6.1.a	Encourage all MT CVBs to join DMAI or WACVB trade associations, adopt standards	H		MO	MO			MO	CVB	TAC
	6.1.b	Sponsor training for staff/volunteer board members of nonprofit tourism, recreation, historic, and cultural organizations and agencies	H							REG	TM, MHS, MAC, MHC, NPS, USFS, FWS, COE, FWP, MMS, MTTA, MNA
	6.1.c	Enhance higher education programs for tourism/recreation careers	M	MO	MO					UNIV	MTRI, BIZ, NPO, MTTA
	6.1.d	Provide MT Superhost program with advanced training, customized info, etc.	M	MO	MO	MO				UNIV	TM, TAC, BIZ, MTRI
6.2	Improve systems to augment Montana's seasonal workforce for tourism and recreation										
	6.2.a	Add Tourism/Recreation/Hospitality categories to MT DLI job search web site	H	MO						DLI	MTRI, TM, BIZ
	6.2.b	Increase seasonal workforce with volunteers and volun-tourists	M	MO						FWP	MHS, MHC, DLI, USFS, NPS, FWS, BOR, BLM, TRB, CC, TM
	6.2.c	Provide recognition awards for groups who volunteer for tourism/recreation projects	M		MO					MTRI	MTTA, TM
	6.2.d	Adjust MT school calendars to facilitate tourism/recreation seasonal workforce needs	H			MO	MO			TAC	MT Board of Regents/Board of Education
6.3	Encourage use of local incentives and federal funds for affordable workforce housing										
			M							LG	BIZ, CC, NPO, HUD, USDA, TRB
Goal 7: Improve Montana's transportation system for both residents and visitors.											
7.1	Increase air service capacity to and from Montana cities										
			H							MDT	EDO, CVB, LG, BIZ
7.2	Continue to implement Montana's rest area strategy										
			M							MDT	TM
7.3	Improve and maintain Montana roads and bridges										
			M							MDT	SG, LG, TRB
7.4	Increase use of passenger rail and transit service in Montana										
	7.4.a	Promote Amtrak's Empire Builder service in Montana	M		MO					MDT	LG, BIZ, CC
	7.4.b	Promote excursion rail service in Montana	L							CC	BIZ, LG, NPO, MDT
	7.4.c	Encourage/expand intercity transit service to high traffic visitor locations	M							MDT	LG, NPS, BIZ, CC
7.5	Expand bike/pedestrian trail systems among communities, and connections to trailheads										
			M			MO				NPO	MDT, FWP, USFS, FWS, BLM, TRB, LG, BIZ, LO
7.6	Develop a user-friendly handbook of information about the highway signing process										
			M		MO	MO				MDT	TM, LG, TRB, BIZ, MHS, MTRI

KEY TO PARTNER CODES: : BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council

Montana Tourism & Recreation Action Table				Priority	08	09	10	11	12	Lead	Partners
Goal 8: Enhance the “curb appeal” of Montana communities to attract visitors.											
8.1	Increase the capacity of Montana communities to be more competitive in tourism										
8.1.a	Continue the Montana Tourism Assessment Program to help communities	H	MO	MO						TM	ITRR, UNIV, MMS, LG
8.1.b	Expand/strengthen Montana Main Street Program to extend visitor stays & spending	H								MMS	SG, LG, EDO, BIZ, MHS, MAC, UNIV, MDT, TM
8.1.c	Support City/County planning and growth policies to preserve community character	H							MO	LG	TRB, EDO, CC, BIZ
8.1.d	Continue TIIP and SEGP grant programs for tourism development	H								TM	TAC, LG, UNIV
8.2	Implement improvements to make Montana communities more visitor-friendly										
8.2.a	Improve appearance of community entrances, commercial areas, and public parks	H								LG	TRB, EDO, CC, BIZ
8.2.b	Address billboard proliferation and create incentives for replacement with TODS	H	MO							MDT	REG, LG, CC, BIZ, LO
8.2.c	Improve availability and visibility of public parking for downtown visitors	M								LG	CC, BIZ, TRB, EDO
8.2.d	Encourage communities to seek grants for rural cell phone/high speed Internet	M								MEDA	DOC, CC, BIZ, SG, LG
8.2.e	Evaluate state participation in the RV Friendly designation program	M		MO			MO			MDT	DOC, SG, LG, BIZ, CC, COAM
Goal 9: Increase funding to maintain sustainable tourism and recreation.											
9.1	Seek increases in state funding for targeted tourism marketing/programs/facilities	H		MO						SG	TAC, REG, CVB, BIZ, TIAM, MEDA, NPO
9.2	Foster opportunities to pool public and private marketing dollars	H								REG	CVB, TM, TAC, CC, BIZ
9.3	Enhance funding for region and CVB marketing efforts	H							MO	CVB	REG, TM
9.4	Provide technical assistance & resources to bolster capacity of local arts/historical organizations	H								MHS	MAC, NPS, USFS, FWP, MTRI, BIZ
Goal 10: Build an effective “team” to implement the Strategic Plan, and report results.											
10.1	Recognize Travel Montana as ‘team captain’ to communicate/coordinate regularly with partners	H								TM	ALL
10.2	Create public/private/tribal partnerships for cooperative project implementation	H								TM	ALL
10.3	Implement Strategic Plan discussion/reporting to align activities with goals and actions										
10.3.a	Conduct annual Strategic Plan implementation workshops in each region	H								TM	ALL
10.3.b	Host annual Strategic Plan discussion at the February TAC meeting	H								TM	TAC, REG, CVB, MTRI, MTTA, NPO
10.3.c	Submit updates on Strategic Plan implementation for Annual Report to TAC, etc.	H	MO							TM	ALL
10.4	Streamline reporting process of marketing plans/expenditures to TAC/TM by regions & CVBs	H	MO							TM	TAC, SG, REG, CVB
10.5	Obtain strategic research to inform tourism marketing, development, and policy decisions										
10.5.a	Continue to conduct research about resident/nonresident travelers in Montana	H				MO				ITRR	TAC, REG, CVB, MTRI, BIZ
10.5.b	Purchase research about national/international tourism and recreation trends	H								TM	ITRR, TAC
10.5.c	Continue regular monitoring of Montanans’ opinions about tourism and recreation	H								ITRR	REG, CVB, MTRI, BIZ
10.5.d	Disseminate tourism research reports to partners statewide	H								ITRR	TM, REG, CVB, TIAM, MIKA, MOGA, COAM

KEY TO PARTNER CODES: BIA=Bureau of Indian Affairs; BIZ=Business; BLM=US Bureau of Land Management; BOR=US Bureau of Reclamation; CC=Chamber of Commerce; COAM=Campground Owners Assn of MT; COE=US Army Corps of Engineers; CVB=Convention & Visitor Bureau; DLI=MT Dept of Labor & Industry; DNRC=MT Dept of Natural Resources & Conservation; DOAg=MT Dept of Agriculture; DOC=MT Dept of Commerce; DOR=MT Dept of Revenue; EDO=Economic Development Organization; FOAM=Fishing Outfitters Assn of MT; FWP=MT Fish Wildlife & Parks; FWS=US Fish & Wildlife Service; ITRR=UM Institute for Tourism & Recreation Research; LG=Local Government (City, County); LO=Land Owner; MAC=MT Arts Council; MDT=MT Dept of Transportation; MEDA=MT Economic Developers Assn; MHC=MT Heritage Commission; MHS=MT Historical Society; MIBA=MT Indian Business Alliance; MIKA=MT Innkeepers Assn; MMS=MT Main Street; MNA=MT Nonprofit Assn; MOGA=MT Outfitters & Guides Assn; MSAA=MT Ski Areas Assn; MTRI=MT Tourism & Recreation Initiative; MTTA=MT Tribal Tourism Alliance; NPO=Nonprofit Organization; NPS=National Park Service; REG=Tourism Region; SBDC=Small Business Development Center; SG=State Government (Governor, Legislature); TAC=Tourism Advisory Council; TIAM=Travel Industry Assn of MT; TM=Travel Montana; TRB=Tribe; UNIV=University (MSU/Extension, UM, FVCC); USFS=US Forest Service; VIC=Visitor Info Center; WSTPC=Western States Tourism Policy Council